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JOB EMBEDDEDNESS ON EXAMPLE OF ORGANIZATIONS FROM PSKOV

Bachelor Thesis

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This paper conforms to the requirements for a Research Paper

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(Signature of the supervisor)

Admitted for defense “.....”

I have written this Research paper independently. Any ideas or data taken from other authors or other sources have been fully referenced

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(signature of the author and date)

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## **Introduction**

As managerial thought is developing constantly, new concepts occur, and researchers are striving for further insights and knowledge on how to organize both commercial and non-commercial entity in a more rational and fit way. The concept of job embeddedness standalone is quite fresh, and it was defined by Mitchell, Holtom, Lee, Sablinski and Erez at 2001 however it has proven its influence due to its high importance and validity across contexts of workforce management ( Lee, Burch & Mitchell, pp.206, 2014), cultural level (Ramesh & Gelfand,2010) and individual/group level (Felps et al., 2014). Job embeddedness in short is “all the factors which affect employee’s willingness to remain on a job” (Holtom, Mitchell, Lee, pp.320, 2006). It has been proven scientifically that the essence of the concept of job embeddedness has a significant influence on various important aspects including employee retention, performance and job satisfaction (Lee, Mitchell, Sablinski, Burtom, Holtom, 2004). As a result, understanding and realizing this concept will help to increase amount of people in a particular workplace wishing to remain on a job. It goes evident that job embeddedness differs because of cultural and social variables (Holtom, Burton, Crossley, 2010), thus reasons are not homogenous across different contexts.

Knowing details and constraints of each region thus will help to organize management better but unfortunately, there are not so many research papers which concentrate on studies based on certain countries and consequently considerable information gap occurs. There are comparison studies on few countries (e.g. comparison of job embeddedness factors in China and Switzerland (Sender, Staffelbach, Rutishauser, 2018); comparison of job embeddedness in individualistic and collectivistic countries (Ramesh & Gelfand,2010)), however they prevail in a relatively small amount. To fill this gap in this study author decided to introduce Russia in

context of Pskov region by following reasons. First of all, Pskov preserved past management techniques in comparison with Moscow and Saint-Petersburg which are contributing much for acceptance of recent management techniques. Secondly, due to its economical weaknesses Pskov oblast' does not have stable and independent economy (Semi-annual budget deficit of Pskov' Oblast amounted to 428 million rubles; 2019) and in consequence job embeddedness perception can differ in comparison with other regions of Russia. Thirdly, Pskov has potential in later investments into region and understanding on how people are embedded to their jobs will help future managers to execute their tasks accordingly (Economics of Pskov' oblast, n.d.).

Research aim of present thesis will be to discover job embeddedness peculiarities in a context of Pskov. For achieving this aim following tasks will be milestones of this research:

- To analyze definitions of job embeddedness and distinguish two approaches on view about job embeddedness,
- To present analysis of the relationship between job embeddedness and organizational concepts and previous empirical studies on job embeddedness topic,
- To present two measurement tools for analyzing job/global embeddedness and conduct an empirical study,
- To discover job embeddedness peculiarities in Pskov organizations.

Research consists of three subchapters in theoretical analysis section and two subchapters of empirical research in empirical analysis section. First subchapter of theoretical part analyzes view of past authors on concept of job embeddedness and on basis of this analysis thus will be derived two ways of how researchers perceive it. There is a representation of views on job embeddedness perception and there is also given three important sub-dimensions of job embeddedness. Second subchapter of theoretical part is concentrated on analysis of previous

empirical and theoretical studies in the context of job embeddedness's importance for other organizational concepts including job satisfaction, organizational commitment, turnover/intent to leave and task performance. Third subchapter analyzes levels of job embeddedness and its dimensions/subdimensions in previous studies, including means and standard deviations. Additionally, there will be brief analysis of job embeddedness in different regions and surroundings afterwards. Last two subchapters in the theoretical part provide an important example for further understanding of done work in next parts of author's research.

Empirical part of work will contain of two subchapters. First part is related to the description of measurement tool and sample. For purposes of research author has chosen original measurement tool developed by Mitchell, Holtom, Lee, Sablinski, Erez, (2001) with additional modification addressing global job embeddedness from Crossley, Bennett, Jex and Burnfield. (2007). Research was conducted across random pool of organizations in Pskov, giving insights to reasons why people are staying on their jobs. Thirteen organizations agreed to participate, thus representing 191 respondents. Second subchapter is related to statistical analysis of results about job embeddedness in Pskov and interpretation of results that will show what peculiarities are present amongst Pskov citizens. Through second subchapter author additionally presented comparisons with previous studies, emphasizing further unique traits of job embeddedness in a context of Pskov. At the end of empirical part author presents the conclusion of done work.

At last author shall thank all organizations which agreed to participate in research and his family for everlasting support during all stages of done work.

## **1.Theoretical review and analysis of job embeddedness**

### **1.1. Definitions and extensions of job embeddedness theory**

Job embeddedness as theoretical phenomena has various interpretations and different point of view shaded on it (see Appendix A), however on the first-place author will mention exact definition made by Mitchell, Holtom, Lee, Sablynski and Erez at 2001. As it was defined in previously mentioned work job embeddedness is “broad constellation of influences on employee retention” (Mitchell, Holtom, Lee, Sablynski, Erez, 2001, p.1104). Simply speaking, job embeddedness are all direct and indirect work-related factors united which influence will to stay on a job or from side of manager to retain employee under position.

It is worthwhile to say about other influential researchers which have provided definition for job embeddedness. Notable example of another and yet similar view on job embeddedness concept was presented by Yao, Lee, Mitchell, Burton and Sablynski (2004). By thought of Yao, Lee, Mitchell, Burton, and Sablynski (2004) job embeddedness is a study sphere which tries to unveil reasons and mechanisms by which employee gets “stuck” in a working place. In comparison with Mitchell, Holtom, Lee, Sablynski and Erez (2001) definition overall sense goes in a more negative way towards retention considering stuckness rather than will to stay. Another notable example of negative job embeddedness perception goes to Darrat, Amyx and Bennett (2017) who on the basis of the original job embeddedness framework made by Mitchell, Holtom, Lee, Sablynski, and Erez (2001) defined job embeddedness as a net that makes employee “forcibly entangled” into it.

Yet in contradiction author of this research paper should mention that job embeddedness can also be seen in a positive way. If one would consider working place which instead of supressing and controlling employee tries to inspire and make better lives of its workers, then it

would be incorrect to perceive job embeddedness in the negative way at this point of view. However, in reality that does not always goes in “black and white” dichotomy, thus job embeddedness can blend in both negative and positive traits, creating a fine line between pessimistic approach and positivistic.

Thus in opposition to definition made by Yao, Lee, Mitchell, Burton and Sablynski (2004) author of research paper perceives job embeddedness as consequence of correct and sound managerial techniques done by management team which leads for a willing to stay; yet view done by Mitchell, Holtom, Lee, Sablynski and Erez, at 2001 is most correct in terms of clarification of concept. Author of research paper considers definition of Mitchell, Holtom, Lee, Sablynski and Erez, (2001) to be fittest for later use. Such choice is made due to the reason that definition of Mitchell, Holtom, Lee, Sablynski and Erez , (2001) is fundamental and neutral in its essence. Remaining definitions and perceptions done by others are not worthwhile for mentioning as concept of job embeddedness is homogenous in its core. Moreover, although there are at least three different definitions, author once again notes that definition of Mitchell, Holtom, Lee, Sablynski and Erez, (2001) is most common and easy to use during the research.

In overall sense, term “embeddedness” was first implemented in sociology as ways in which social aspects such as connections between people control economical processes (Granovetter, 1985). For further clarified view on the topic of job embeddedness it is necessary to present extension to this theory done in original work of Mitchell, Holtom, Lee, Sablynski and Erez, (2001).

Distinction between job embeddedness also involves different approaches to the sub-dimensions of job embeddedness. Original concept developed by Mitchell, Holtom, Lee,



Sablynski, and Erez (2001) involves three sub-dimensions to which one can be entangled into embedded state in their jobs, which will be further explained:

- “link” sub-dimension
- “fit” sub-dimension
- “sacrifice” sub-dimension

First sub-dimension is called “link”, which is basically any sort of connection which occur between employee and surrounding world. It can be with his or her working collective, links between employee and his above-controlling position employee. Authors of original concept do emphasize the fact that the more employee is linked towards his work the harder it is loosening the bound with organization. Friendship between employee and collective of a workplace is a good example of link job embeddedness. (Mitchell, Holtom, Lee, Sablynski, Erez, (2001).

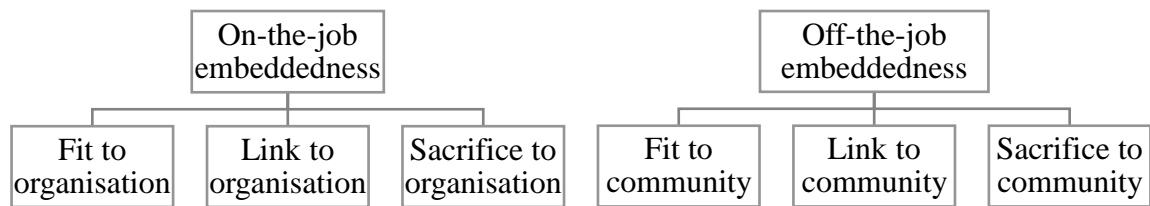
Second sub-dimension is called “fit” and it is how embedded person adapted and corresponded for anything that relates to his/her working place. The more employee’s goals and work are appropriate to requirements of working place the more employee is affected by fit sub-dimension. If employee is accepted and cherished in a working place, then external observer can state the fact that fit job embeddedness will occur. (Mitchell, Holtom, Lee, Sablynski, Erez , 2001)

Last important sub-dimension is “sacrifice” and briefly speaking it is price which employee agrees to pay for leaving his working place. The more worker sacrifices for his leave the more he is embedded into web of working place. When one is thinking about “sacrifice” he or she should consider anything that can be given in for letting go of job, including even non-job factors like relative’s disagreement and disappointment. If worker loses social status or prestige

in case he is quitting his job then he is embedded in terms of sacrifice job embeddedness.

(Mitchell, Holtom, Lee, Sablynski, Erez, 2001)

In their later findings Lee, Mitchell, Sablynski, Burtom and Holtom (2004) also made new dichotomy to the concept. Prototype of this thought occurred previously in the work of Lee, Mitchell, Holtom, McDaniel and Hill (1999) where authors noticed that many people also leave their jobs due to external events of their lives, thus not only working conditions affect turnover. Previously, in the work of Mitchell, Holtom, Lee, Sablynski and Erez, (2001) there was also distinction between sub-dimensions (e.g. sacrifice to organisation and sacrifice to community), however there was no composite dimension of both external and internal job embeddedness. As it goes evident from the previous sentence, if there can be influences on employee's retention and will to stay, then there must be sound distinction between external and internal job embeddedness. Thus Lee, Mitchell, Sablynski, Burtom and Holtom, (2004) presented on-the-job and off-the-job embeddedness dimensions. It must be noted that sometimes those dimensions can be referred as "organizational job embeddedness" and "communal job embeddedness" accordingly, however above-mentioned names are not fully original. While on-the-job embeddedness connects three above-mentioned sub-dimensions (fit, link and sacrifice) to working place, off-the-job embeddedness goes about all external factors, whether it will society or family-related constraints (Lee, Mitchell, Sablynski, Burtom, Holtom, 2004). Evidently, this distinction gives broader field for explaining job embeddedness. For example, in Asian cultures commitment towards work and done labor is evaluated highly and person which betrays those customs can become outcast in society. Above-mentioned fits well into so-called off-job embeddedness. For purposes of clarification author shall introduce Figure 1, representing thus all dimensions and sub-dimensions of job embeddedness.



*Figure 1. Job embeddedness dimensions and sub-dimensions*

Source: compiled by the author, based on research of Lee, Mitchell, Sablinski, Burtom, Holtom, (2004)

Somewhat similar concept was also introduced by Ramesh and Gelfand (2010). In their work Ramesh and Gelfand (2010) present so-called family embeddedness being not just job embeddedness for a sole person, but for family itself. For example, if organization provides any social guarantees like health insurance or scholarship for studying at the university for the worker's family then it can be unlikely that family of the worker would like if he or she will change his workplace. However, author believes that nevertheless on-the-job embeddedness presented by Lee, Mitchell, Sablinski, Burtom, Holtom, (2004) is more systematic and precise as family is not always a key factor to stay.

At last, author should also mention dimensions presented by Crossley, Bennett, Jex and Burnfield (2007). In their research Crossley and his fellow researchers perceive the influence of both external and internal forces for job embeddedness which are split up in "unrecognized and recognized" or basically forces that is considered by respondent to be visible by him or her in his choice and forces that are invisible to respondent. This in consequence creates two separate job embeddedness dimensions which are called "global job embeddedness" concerning only about recognized forces and "composite job embeddedness" which takes in account both recognized and unrecognized forces. (Crossley, Bennett, Jex and Burnfield, 2007). Author should note that "global embeddedness" measurement is somewhat similar to "on-the-job embeddedness" introduced by Lee, Mitchell, Sablinski, Burtom, Holtom, (2004), however "off-the job embeddedness" measure was excluded from global embeddedness as Crossley, Bennett, Jex and

Burnfield (2007) suppose that excluded measure goes with too much privacy of respondent, thus breaching trust between researcher and respondent.

Concluding, author stated main theoretical frameworks which will be later used in empirical part. As author has given theoretical insights needed for understanding what job embeddedness is and what dimensions and sub-dimensions it has it is due time to continue to previous empirical studies section, where empirical studies will be analysed accordingly, giving thus to reader precise picture how job embeddedness analysis is conducted.

## **1.2. Connections of job embeddedness with other organizational concepts.**

As it was said in previous chapter's conclusion author wants to provide reader with examples and findings of previous researches. At first place author would like to compare three works which has common theoretical framework made by Mitchell, Holtom, Lee, Sablinski and Erez, (2001). It must be mentioned that main theoretical framework in all works usually splits between Mitchell, Holtom, Lee, Sablinski and Erez, (2001) and Crossley, Bennett, Jex, Burnfield (2007), however some exclusions are possible (minority of works analyzed have used Yao, Lee, Mitchell, Burton and Sablinski (2004)). Through analysis and further comparison of relationships between variables author's aims to find out whether job embeddedness and its dimensions and sub-dimensions are related to four separate concepts: job satisfaction, organizational commitment, intent to leave and job performance (which will be covered after analysis of first three variables). Job satisfaction and organizational commitment were chosen by author because Mitchell, Holtom, Lee, Sablinski and Erez, (2001) stated in their research that these variables are among important to access employee's attitude, thus being somewhat close to job embeddedness concept. It is also known that organizational commitment, job satisfaction and turnover intentions are affecting performance of employee (Yücel, 2012), thus being among

important concepts to study in organizations. Furthermore, “job satisfaction and commitment have negative relationship with turnover” (Mitchell, Holtom, Lee, Sablinski, Erez, 2001) and checking whether this assumption holds for job embeddedness is important for understanding job embeddedness concept.

Author, however, should note that job embeddedness is different from job satisfaction and organizational commitment in two ways. First of all, job embeddedness touches both external and internal forces, while job satisfaction and organizational commitment are only considering forces related primarily to the job (Mitchell, Holtom, Lee, Sablinski, Erez, 2001). Also, job embeddedness goes as general construct considering turnover, while job satisfaction and organizational commitment are specific and applied in exact circumstances (Maertz & Campion, 2004).

For comparison of job embeddedness and job satisfaction, organizational commitment and intent to leave/turnover author has chosen three works in a following order: work of Harman, Blum, Stefani and Taho (2009), work of Mallol, Holtom and Lee (2007) and work of Mitchell, Holtom, Lee, Sablinski and Erez, (2001). Two works analyze different groups of society via ethnical groups (in above-mentioned works Alban (Harman, Blum, Stefani and Taho (2009)), Caucasians, and Hispanic groups (Mallol, Holtom and Lee (2007)) are analyzed accordingly), while work of Mitchell, Holtom, Lee, Sablinski and Erez, (2001) is concentrated about analyzing job embeddedness in American population (grocery chain store). In first place job embeddedness in general and variables will be tested and in second place its dimensions, including off-the-job/on-the-job embeddedness and finally link/fit/sacrifice sub-dimensions. Without further delay correlation coefficients of job satisfaction, organizational commitment and intention to leave/turnover and job embeddedness are presented in Table 1.

Table 1

*Correlation coefficients in empirical studies (job embeddedness in general)*

	Harman, Blum, Stefani, Taho (2009)	Mallol, Holtom, Lee (2007)	Mitchell, Holtom, Lee, Sablynski, Erez, (2001)
		(1)	(2)
1.Job satisfaction	0.71*	0.52*	0.55*
2.Organizational commitment	0.40*	0.55*	0.50*
3.Intent to leave/turnover	-0.34*	-0.49*	-0.30*

*Notes:* “\*” presents statistically significant values. Coefficients put for job embeddedness accordingly. (1) and (2) present Caucasian and Spanish sample groups accordingly.

Source: compiled by the author based on Harman, Blum, Stefani, Taho (2009); Mallol, Holtom, Lee (2007) and Mitchell, Holtom, Lee, Sablynski, Erez, (2001)

From results derived above author can state that there is indeed positive correlation between job embeddedness and job satisfaction/organizational commitment, however intent to leave has negative correlation with job embeddedness. Thus, the more person is embedded to his working place, the less he wants to leave it for any substitution and vice versa. Correlation coefficients in Table 1 prove author’s notion given in previous subchapter that job embeddedness does not always ripe negative “stuckness”, giving in opposition higher job satisfaction, organizational commitment and less willingness to leave.

Next on a list goes relationship between variables and off-the-job embeddedness and on-the-job embeddedness. Acquired results reveal that on-the-job embeddedness is related to variables on significant level. This seems rational and obvious as above-mentioned variables are touched only on organizational level. Off-the-job embeddedness at the same time has lower relationship with job satisfaction and organizational commitment, however this does not mean that external influences of job embeddedness should be underestimated in analysis of job embeddedness across different contexts. Nevertheless, relationship between off-the-job embeddedness and intent to leave/turnover variable was whether weak or insignificant, thus

author can proclaim that employees are not affected by external forces to leave the job, instead being influenced by internal forces which concentrated in the working place. Results of relationship between variables and off-the-job embeddedness/on-the-job embeddedness in Table 2.

Table 2

*Correlation coefficients in empirical studies (Dimensions of job-embeddedness)*

	Harman, Blum, Stefani, Taho (2009)	Mallol, Holtom, Lee (2007)				Mitchell, Holtom, Lee, Sablynski, Erez, (2001)		
	On-the-job	Off-the-job	On-the-job		Off-the-job		On-the-job	Off-the-job
			(1)	(2)	(1)	(2)		
1.Job satisfaction	x	0.28*	0.69*	0.72*	0.22*	0.23*	0.60*	0.17*
2.Organizational commitment	x	0.18*	0.69*	0.66*	0.27*	0.20*	0.64*	0.13*
3.Intent to leave/turnover	x	-0.13	-0.60*	-0.50*	-0.26*	-0.05	-0.57*	-0.14*

Notes: “x” presents absent results; “\*” presents statistically significant values. (1) and (2) present Caucasian and Spanish sample groups accordingly.

Source: compiled by the author based on Harman, Blum, Stefani, Taho (2009); Mallol, Holtom, Lee (2007); Mitchell, Holtom, Lee, Sablynski, Erez, (2001)

Next, relationship between organizational job embeddedness sub-dimensions and variables will be accessed and present in Table 3. Acquired results show to the reader in the first instance the fact that link sub-dimension is less important in comparison with other 2 original sub-dimensions considering job satisfaction, organizational commitment, and intention to leave/turnover. Namely, results show that links to community sub-dimensions are not correlated to previously mentioned variables. Links to organization were also not able to give solid results whether being not correlated to variables or being correlated too low. This means that connections between employee and his/hers collective or between employee and surroundings behind the job does not affect positive organizational concepts nor negative.

In addition, community-related sacrifice and fit to community sub-dimensions were also not able to show strong or significant relationships with variables. However, fit to organization and organization-related sacrifice showed strong and significant connections with job satisfaction, organizational commitment, and intent to leave/turnover intention. Following notions lead to assumption that harmony between employee and organization interior forces and unique positive traits of job do influence above-mentioned organizational concepts.

Table 3

*Correlation coefficients in empirical studies (sub-dimensions of on-the- job embeddedness)*

		<i>Job satisfacti on</i>	<i>Organiza tional commitm ent</i>	<i>Intent to leave/turn over</i>	<i>Job satisfacti on</i>	<i>Organiza tional commitm ent</i>	<i>Intent to leave/tu rnover</i>
Harman,	<i>Fit</i>	0.60*	0.33*	-0.20*	0.35*	0.18*	-0.12
Blum,	<i>Link</i>	0.24*	0.19*	-0.14*	x	x	x
Stefani,	<i>Sacrifice</i>	0.67*	0.38*	-0.39*	x	x	x
Taho (2009)							
Mallol,	<i>Fit</i>	0.75*;	0.65*;	-0.52*;	0.26*;	0.27*;	-0.22*;
Holtom,		0.74*	0.54*	0.47*	0.20*	0.13	0.05
Lee (2007)	<i>Link</i>	0.08;	0.23*;	-0.27*;	-0.05;	-0.04;	-0.07;
		0.05	0.15*	0.11	0.01	0.01	0.04
	<i>Sacrifice</i>	0.71*;	0.68*;	-0.59*;	0.27*;	0.33*;	-0.26*;
		0.74*	0.73*	0.50*	0.29*	0.27*	-0.07
Mitchell,	<i>Fit</i>	0.52*	0.58*	-0.53*	0.19*	0.07	-0.09
Holtom,	<i>Link</i>	0.03	0.15*	-0.14*	0.04	0.08	-0.12
Lee,	<i>Sacrifice</i>	0.65*	0.58*	-0.51*	0.17*	0.14*	-0.12
Sablynski.							
Erez ,							
(2001)							

Notes: “x” presents absent results; “\*” presents statistically significant values. All correlation coefficients in Mallol, Holtom, Lee (2007) row are put for Caucasian and Hispanic samples consecutively. Left half of the table contributes to off-the-job embeddedness sub-dimensions, while right half contributes on-the-job embeddedness sub-dimensions

Source: compiled by the author based on Harman, Blum, Stefani, Taho (2009); Mallol, Holtom, Lee (2007) and Mitchell, Holtom, Lee, Sablynski. Erez , (2001)

After analysis of relationship between job embeddedness, its dimensions/sub-dimensions and job satisfaction, organizational commitment, and turnover/intent to leave, analysis of relationship between job embeddedness and task performance must be covered accordingly. Job



performance as concept in essence relates to how employee performs his/hers essential duties on a working place and in pair with job embeddedness in researches it is usually assessed by other employees of the working place, including managers and colleagues (Williams & Anderson, 1991) and thus it is important to find out whether job embeddedness influences job performance and vice versa. In opposition to other concepts mentioned above in this chapter, analysis of job embeddedness will be concentrated only on-the-job embeddedness dimension because of direct organizational nature of job performance concept, eliminating thus relationship with off-the-job embeddedness. For purposes of such analysis works of Jiang, Liu, McKay, Lee, Mitchell (2012); Halbesleben & Wheeler (2008); Sun, Zhao, Yang, Fan (2011); Karatepe & Karadas (2011) will be analyzed accordingly. Author also notes that work of Jiang, Liu, McKay, Lee, Mitchell (2012) uses meta-analytical analysis and this fact proves reliability of further results. Results of correlation between on-the-job embeddedness and task performance can be found below in Table 4.

Table 4  
*Correlation coefficients in empirical studies (on-the-job embeddedness dimension/job performance)*

	Jiang, Liu, McKay, Lee, Mitchell (2012)	Halbesleben & Wheeler (2008)	Sun, Zhao, Yang, Fan (2011)	Karatepe & Karadas (2011)
<i>Task performance</i>	<i>0.18*</i>	<i>0.24*;0.28*;0.25*</i>	<i>0.31*</i>	<i>0.51*</i>

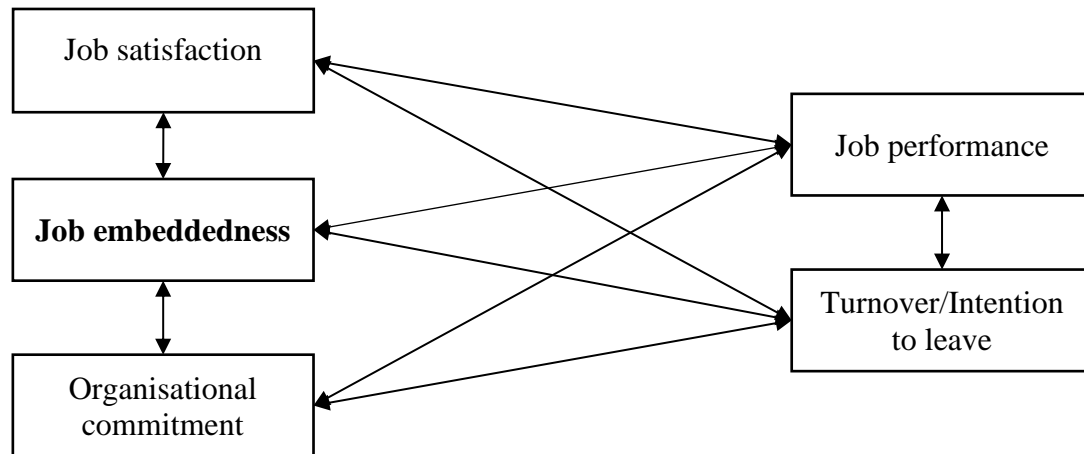
Notes: “\*” presents statistically significant values. Work of Halbesleben & Wheeler (2008) has three assessments on job performance: self-assessed; supervisor-assessed and colleague-assessed.

Source: compiled by the author based on Jiang, Liu, McKay, Lee, Mitchell (2012); Halbesleben & Wheeler (2008); Sun, Zhao, Yang, Fan (2011); Karatepe & Karadas (2011)

Above-given results show low or moderate, yet significant relationship between on-the-job embeddedness and job performance. In the context of organizational management even this relationship is important as aware manager can use job embeddedness to indirectly increase job

performance. Overall, author can proclaim that job embeddedness is able to weakly moderate job performance of employee or paraphrasing embedded employee can perform better because of his/her embeddedness.

Summing up all previously given information, author wants to introduce Figure 2, which will visually show how general job embeddedness relates to other organizational concepts.



*Figure 2.* Relationship between general job embeddedness and other organizational concepts.

Source: based on analysis presented in text

In conclusion to this subchapter author should state that job embeddedness truly does have connections with organizational concepts as job satisfaction, organizational commitment, intent to leave/turnover and job performance and this was proved and represented.

### 1.3. Job embeddedness levels in previous studies.

After presentation of relationship between job embeddedness and other organization-related concepts author wants to introduce mean and standard deviations of job embeddedness and its dimensions/sub-dimensions from studies of previous sub-chapter. Wrapping up the statistical analysis of previous works with means and standard deviation information will help

reader to understand what dimensions and sub-dimensions of job embeddedness yielded highest possible results among samples. Mean and standard deviations will be present in Table 5.

To start off, author should observe job embeddedness in general which situated in the first row of the table. All sample groups presented have somewhat similar view on job embeddedness assessing their embeddedness on rather low level being present from 2.35 to 2.79 on 5-point scale. This means that among different sample groups job embeddedness remains on equal below average level, thus it can be said that from respondent's perspective on average their general wish to stay is somewhat lower to the middle of the scale. However, this assumption does not mean that employees do not want to stay at all, rather it means that they have specific reasons which job embeddedness variable in general was not able to cover.

Next observation goes on next off-the-job embeddedness and on-the-job embeddedness rows. Mean values show that they are close to each other and this observation helps author to state that on average both organisational and communal factors play equal role in influencing wish of employee to stay. Nevertheless, author assumes that for casual employees' differences between various types of embeddedness can be rather blurred contributing thus to mean proximity of on-the-job and off-the-job embeddedness.

Following, organizational and community job-embeddedness sub-dimensions are presented accordingly. It seems that addressing to results reviewed people evaluate fit sub-dimension and sacrifice to community on a higher level in comparison with other sub-dimensions. Thus, author claims that comfort of external/internal surroundings of the job and overall community cost of leaving job are most important among all responses. However, at the same time those sub-dimensions have highest standard deviation in opposition to other variables, so perception of respondents towards their satisfaction with "fitting in" and external anchors to

stay on the job is more dispersed in comparison with other factors. At last rather low mean results were present in link sub-dimension. By assumption of the author it is because link sub-dimension was only one which used yes/no or fill-in-blanks questions, which is different from other dimensions. Nevertheless, link sub-dimension was at least related to job satisfaction, organizational commitment, and turnover.

Table 5

*Means and standard deviation in studies*

Variables/researchers	Harman, Blum, Stefani, Taho (2009)	Mallol, Holtom, Lee (2007)	Mitchell, Holtom, Lee, Sablynski. Erez, (2001)
Job embeddedness	2.35 (0.52)	2.72 (0.45); 2.79 (0.40)	2.62 (0.40)
Off-the-job embeddedness	-	2.55 (0.54); 2.65 (0.55)	2.67 (0.44)
On-the-job embeddedness	-	2.89 (0.50); 2.93 (0.44)	2.57 (0.55)
Fit to organization	2.08 (0.55)	3.78 (0.72); 3.97 (0.56)	3.51 (0.62)
Links to organization	0.00 (0.82)	1.39 (0.55); 1.27(0.50)	1.27 (0.60)
Sacrifice to organization	2.54 (0.59)	3.50 (0.64); 3.55(0.67)	3.23 (0.66)
Fit to community	2.20 (0.60)	3.91 (0.69); 4.05 (0.73)	3.98 (0.62)
Links to community	-	0.08 (0.71); -0.08 (0.74)	-0.04 (0.85)
Sacrifice to community	-	3.68 (0.76); 3.96 (0.66)	3.78 (0.69)

*Notes:* “-” presents absent results. In the original measurement tool developed by Mitchell, Holtom, Lee, Sablynski. Erez , (2001) questionnaire contained 5-point scale-based questions with answers ranging from “1” to “5” (where “1” stands for “strongly disagree and “5” stands for “strongly agree”), yes/no or fill-in-the-blank answers. Standard deviation numbers are put in round brackets.

Source: compiled by the author based on Harman, Blum, Stefani, Taho (2009); Mallol, Holtom, Lee (2007) and Mitchell, Holtom, Lee, Sablynski. Erez , (2001)

In the end of such small statistical insight author wants to introduce additionally short comparison of global job embeddedness means and standard deviations with original job embeddedness framework from perspective of Crossley, Bennett, Jex and Burnfield (2007). As author has stated in introduction global embeddedness measurement was also included into author’s own measurement tool of job embeddedness. For following task author has chosen

works of Crossley, Bennett, Jex and Burnfield (2007), Allen, Peltokorpi, Rubenstein (2016), Awey, Vu, Holley (2014) and Burton (2015). Means and standard deviations will be presented in Table 6.

Table 6

*Means and standard deviations in studies for global job embeddedness*

<i>Variable/ Researchers</i>	Crossley, Bennett, Jex and Burnfield (2007)	Allen, Peltokorpi, Rubenstein (2016)	Awey, Vu, Holley (2014)	Burton (2015)
<i>Global job embeddedness</i>	3.14 (0.73)	3.83 (1.02)	3.45 (0.82)	3.95 (1.50)

*Notes:* Standard deviation numbers are put in round brackets. Original global embeddedness measurement tool contains questions with 5-point scale-based answers ranging from “1” to “5” (where “1” stands for “strongly disagree and “5” stands for “strongly agree”).

Source: compiled by the author based on Crossley, Bennett, Jex and Burnfield (2007), Allen, Peltokorpi, Rubenstein (2016), Awey, Vu, Holley (2014) and Burton (2015)

In comparison with original framework of Mitchell, Holtom, Lee, Sablinski. Erez, (2001) it seems that there is similarity between global job embeddedness and original on-the-job embeddedness on their fit and sacrifice sub-dimensions as they have close mean results. However, it is not possible to compare global job embeddedness and on-the-job embeddedness link sub-dimension as Mitchell, Holtom, Lee, Sablinski. Erez, (2001) used different measurement for assessment of this sub-dimensions (in particular yes/no and quantitative answers).

Afterwards it was finished with representation of job embeddedness mean and standard deviation results, next should be discussed brief analysis of several studies, which are related to exact geographical regions. As it was said before, from various studies researched it seems that job embeddedness differs in cultural and geographical constraints. Although job embeddedness across regions is heterogeneous, it is still important to discuss previous empirical studies as author believes that below-mentioned works are important in a context of research aim for

reader, proving thus importance of each separate research conducted in different geographical contexts.

For proving the point that samples differing from their geographical location has altered perception of job embeddedness author has chosen four works. First work worth mentioning is the work of Ramesh & Gelfand (2010) in which they tried to find differences in perception of job embeddedness between Indian and US samples. It was found that both Indian and US samples evaluate sacrifice and fit sub-dimensions equally high and furthermore both samples are prone to family embeddedness, however Indian sample is more embedded on link sub-dimension (Ramesh & Gelfand,2010). Second work worth mentioning is work of Peltokorpi (2013) which analyzed Japanese sample. For Japanese population whole on-the-job embeddedness dimension is more crucial in comparison with off-the-job embeddedness (this, however, does not apply for community-related sacrifice which is equally important to organizational sacrifice) (Peltokorpi,2013). Third chosen work created by Bambacas & Kulik (2013) concentrated on Chinese population and according to statistical results Chinese people evaluate link sub-dimension on a higher level in comparison with fit and sacrifice sub-dimensions, which are equal in terms of means (Bambacas & Kulik, 2013). At last fourth work made by Cunningham, Fink & Sagas (2005) was conducted for US sample and results state that Americans from these samples are highly embedded on fit and sacrifice sub-dimension. Link sub-dimension has lowest results in comparison with other two major sub-dimensions, especially considering links to community sub-dimension (Cunningham, Fink & Sagas, 2005).

From above-mentioned studies reader can observe dispersed results for job embeddedness across geographical and cultural context and thus this difference proves necessity to understand job embeddedness in Pskov context, as it will also have its peculiarities.

As it was finished with analysis of previous empirical studies, author states that now reader understands necessary theoretical insights and ready for author's own empirical research.

## **2. Empirical research of job embeddedness in context of Pskov**

### **2.1. Description of measurement tool and sample**

Before getting to analysis conducted author shall present what measurement tool where used, who was surveyed and whether measurement tools were reliable or not.

For analysis of job embeddedness in a context of Pskov' Oblast' author has used two measurement tools. Namely, original measurement tool developed by Mitchell, Holtom, Lee, Sablinski and Erez (2001) with addition of global embeddedness measurement tool developed by Crossley, Bennett, Jex and Burnfield (2007) in a form of survey. Such choice was influenced by the fact that both above-mentioned measurement tools are among ones which were most frequently used by other researchers (e.g. Cunningham, Fink and Sagas (2005); Borah and Malakar (2015); Allen, Peltokorpi, and Rubenstein (2016)). Furthermore, to be on a safe side in a context of Pskov author decided to go with two measurement tools thus having more plausible and reliable picture.

In a survey there were 7 answering blocks (belonging thus to exact 6 job embeddedness sub-dimensions developed by Mitchell, Holtom, Lee, Sablinski and Erez (2001) and to global job embeddedness dimension developed by Crossley, Bennett, Jex and Burnfield (2007)) in total with 47 statements. Respondents were provided with questions in a form of a statements which they should have been evaluated on appliance for their lives, with answers present in a form of 5-point scale ranging from 1 to 5 (where "1" shows total disagreement with a statement, while "5" shows that person totally agrees with given statement). Survey used by author is presented in Appendix B. In addition to two measurement tools the author has introduced separate standalone

questions which related to info background about the person who passed the survey. This in consequence helped to group all respondents and define how different population groups feel about their embeddedness towards a working place. In those questions respondents were whether asked to tick correct pre-given answer which represented information about themselves and organisation they belong to or write down the answer.

Following brief description of measurement tool, it is time to decrypt each block of statements (which in consequence were presented as separate variables accordingly) made by Mitchell, Holtom, Lee, Sablinski and Erez (2001) and Crossley, Bennett, Jex, Burnfield (2007). First block of statements represented “fit to community” sub-dimension and questions were about how person likes place in which he or she lives including weather, leisure activities and overall sense of connection to home. Second block of statements stands for “fit to organisation” sub-dimension, which is about fitting to working collective and feeling of fitting to your job altogether, including satisfaction with career possibilities and overall culture of organisation. Third block of statements (“links to community” sub-dimension) stands for personal external links of employee which can affect his embeddedness to job, including living proximity with friends and family and attitude of one’s spouse towards living in present place of residence. Fourth block of statements in consequence addresses to “links to organisation” sub-dimension in way on how long one has been working for exact enterprise, in exact position and in exact working sphere, additionally addressing interaction with colleagues. Addressing to link to community/organisation sub-dimensions mentioned above author should inform reader that whole link sub-dimension of original job embeddedness measurement tool was tweaked since in its original form it contained yes/no or quantitative answers, which was inconsistent with other sub-dimensions questions using 5-point scale answers only. Comparison table of original



questions and transformed questions are available at Appendix C and D. Fifth block corresponds to “sacrifice to community” sub-dimension being the smallest block which relates only to safety of one’s home district, relations with neighbours and overall feel of sacrifice if one would leave the place of residence. Following sixth block does also relates to sacrifice but it is about “sacrifice to organisation” primarily asking what person would have sacrificed if he/she would left job including benefits and prospects of further work. Last, seventh block, goes about “global embeddedness” dimension addressing abstract and composite sense of loyalty to working place.

Before starting to work with measurement tool, it was necessary to obtain translation of the measurement tool from English to Russian. For this translation agency was addressed and by its means author acquired professionally translated survey. Next, it was translated back to English by another translator and after that two versions of the questionnaire were compared by native English speaker to be valid for further use in research. Thus, translating issues and misinterpretations were avoided.

After obtaining valid translation author started working with sample. In total author managed to reach 191 respondents from 13 organizations, belonging to various sectors of economy. For accessing each of organization author has contacted representatives of exact organizations via telephone/e-mail and then asked for permission to conduct a research on basis of their collectives. Then, after getting a permission to conduct a research author has handed in hard copies of survey, which were later distributed anonymously by organization’s representative to other workers and taken back when all handed surveys were finished. In overall, final sample consisted of 33.5% males and 66.5 % females with most respondents being in age group of 36-40 years. Full sample representation in terms of groups is available at Appendix E.

Following obtaining of results it was necessary to test whether all variables used are suitable and thus reliability test was conducted. For reader's consciousness author reminds that variable is considered to be reliable if its Cronbach Alpha value is bigger than 0.7 (George and Mallery, 2003), while estimating values over 0.6 as reliable is also possible in cases of "exploratory" researches and/or researches conducted on used measurement tool but with new language (Nunnally & Bernstein, 1994). Results of test are present in Table 7:

Table 7.

*Results of reliability test*

	Cronbach's Alpha	Number of items
Fit to the community	0.8	5
Fit to the organisation	0.9	9
Links to the community	0.7	6
Links to the organisation	0.8	7
Sacrifice to the community	0.6	3
Sacrifice to the organisation	0.9	10
Global embeddedness	0.7	7

Source: author's calculations based on collected database

Considering the fact that research was conducted for foreign sample not previously introduced to used measurement tool, author can proclaim that all variables were able to surpass reliability test as their values are above 0.6. Addressing back to previously mentioned reliability test author states that overall results let further statistical analysis occur.

At last author shall present brief roadmap which were followed for achieving statistical results. First, descriptive statistics for job embeddedness in general and its dimensions/sub-dimensions were run to check tendencies in responses and to find differences and similarities with results of previous studies. Main indicators for analysis were mean and standard deviation of variable. In addition, Wilcoxon Signed Ranks Test was conducted to check whether means of variables are equal or not. More precisely, the author was intending to find out whether some types of job embeddedness were estimated higher or not. Secondly, author has used non-

parametric Mann-Whitney U-test and Kruskal-Wallis H-test to check on whether groups of respondents are different or not with respect of their estimations of job embeddedness (based on their gender, age or other parameters).

As all necessary information about measurement tool used and sample were given to reader author wants to present analysis of job embeddedness.

## 2.2. Analysis of job embeddedness in a Pskov context

Statistical analysis before anything else started with coding every bit of information to numerical order. All answers and organizations were coded with numbers, which were later used for further statistical processing.

In first place, author processed descriptive statistics for job embeddedness level in general to see how survey participants perceive abstract and whole sense of job embeddedness. The results of descriptive statistics for job embeddedness variable in general is presented below in Table 8.

Table 8

*Descriptive statistics of job embeddedness in general*

	Mean	Median	Standard deviation	Minimum	Maximum
Job embeddedness	3.50	3.55	0.52	1.97	4.68

*Notes:* Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”)

Source: author’s calculations based on collected database

Results show that overall perception of job embeddedness in general goes little-above middle point of 5-point scale, thus it is possible to proclaim that respondents are somewhat embedded to their current positions. Comparing current results to previous studies, level of job embeddedness in general for Pskov sample is bigger in opposition to majority of previously mentioned studies using Mitchell, Holtom, Lee, Sablinski. Erez, (2001) measurement tool.

Namely, in previous studies the average estimation of job embeddedness has been 2,35-2,79 (Harman, Blum, Stefani, Taho (2009); Mallol, Holtom, Lee (2007); Mitchell, Holtom, Lee, Sablinski. Erez , (2001)) . Author believes that stands for overall feeling of personal loyalty to the working place, achieved through working time. But it can be also due to the fact that labour market in Pskov is underdeveloped, so people do not have much choice when deciding whether to stay on or to leave a job. Another notable perk worth mentioning is low standard deviation in the current study. Consequently, the respondents did not have large discrepancies in their opinions. Author assumes that it can be because of the fact that majority of respondents are having nearly same levels of wages or living constraints and thus after time they have developed same opinions of their jobs and places of residence. Additionally, author assumes that small spread of results is due to the similar traits of working places of all respondents.

Next, author processed descriptive statistics for off-the-job embeddedness and on-the-job embeddedness. Results of descriptive statistics are present in Table 9.

Table 9

*Descriptive statistics for dimensions of job embeddedness*

	Mean	Median	Standard deviation	Minimum	Maximum
On-the-job embeddedness	3.32	3.37	0.6	1.61	4.87
Off-the-job embeddedness	3.67	3.67	0.63	1,80	4.89
Wilcoxon Signed Ranks Test	Z=6.89	p=0.00			

*Notes:* Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”)

*Source:* author’s calculations based on collected database

From descriptive statistics results and Wilcoxon Signed Ranks Test it follows that researched Pskov citizens are more prone to off-the-job embeddedness rather than to on-the-job embeddedness. This, in assumption of the author, is influenced by the fact that participants are whether having ancestral ties in Pskov’ Oblast or enjoying city and surroundings themselves, thus casual respondent is rather tied to external factors affecting their embeddedness. This is

specific for Pskov as previous studies show the opposite result: on-the job embeddedness has been higher (Mallol, Holtom, Lee (2007); Holtom, Smith, Lindsay & Burton (2014) and Lee, Mitchell, Sablinski, Burton and Holtom (2004). Nevertheless, overall mean values for both job embeddedness dimensions are higher for Pskov participants in comparison with previous studies. This indicates that Pskov citizens are more embedded to their working places. Speaking of standard deviation author should say that it is close to standard deviations of previous studies.

Afterwards job embeddedness in general and its dimensions were passed through, it is time to introduce descriptive statistics of job embeddedness sub-dimensions, namely link, fit and sacrifice sub-dimensions. Results of descriptive statistics are presented in Table 10.

Table 10

*Descriptive statistics of job embeddedness sub-dimensions*

	Mean	Median	Standard deviation	Minimum	Maximum
Fit to community	3.87	3.80	0.73	2.00	5.00
Fit to organisation	3.66	3.67	0.70	1.67	5.00
Links to community	3.5	3.5	0.83	1.67	5.00
Links to organisation	3.31	3.42	0.76	1.14	4.86
Sacrifice to community	3.68	3.67	0.77	1.00	5.00
Sacrifice to organisation	2.99	3.00	0.78	1.30	5.00

*Notes:* Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”)

Source: author’s calculations based on collected database

According to the table above, highest importance by the opinion of Pskov citizens is devoted to fit to community. As it is observable from questionnaire, fit to community sub-dimension addresses overall respondent’s comfort of living and thus, author proclaims that for Pskov citizens factor of staying is the most significant in comparison with others. However,

Pskov citizens also evaluate fit to organisation quite high, which leads to assumption that comfort at the working place is also important. In overall, fit sub-dimension goes in accordance with some previous studies (Mallol, Holtom, Lee (2007); Mitchell, Holtom, Lee, Sablinski. Erez, (2001)). Among highest results there was also sacrifice to community, but in opposition sacrifice to organisation sub-dimension has lowest mean value. Results for this sub-dimension are in conflict with results of previous studies, where there was no such big difference between mean values of sacrifice sub-dimension (Cunningham, Fink & Sagas, 2005; Mallol, Holtom, Lee 2007). This leads to assumption that Pskov citizens can somewhat easily leave their jobs and sacrifice benefits from it, however external factors make them embedded. At last, link sub-dimension has quite high results (again with predominance of links to community sub-dimension to links to organization), however due to changes of link sub-dimension measurement it is impossible to compare results with previous studies. Whole link sub-dimension leads to assumption that connections of respondents both at external and internal surroundings of the job play big role in the life of average Pskov respondent.

Right after the descriptive statistics analysis author has conducted Wilcoxon Signed Ranks Test for means of job embeddedness sub-dimensions. Results are present in Appendix F. As reader can see, all pairs means except “fit to organisation-sacrifice to organisation” are different as their p-values are lower than 0.05, thus null hypothesis is accepted for this exact pair and rejected for remaining. This means that fit to organisation and sacrifice to organisation on average have equal significance to Pskov citizens, while other variables altogether have different level of importance.

Last step which is connected to the descriptive statistics is analysis of global embeddedness. The reason why global embeddedness was separated from all other variables lies

in the fact that global embeddedness is standalone measurement tool and thus it would be incorrect to unite it with original measurement tool of Mitchell, Holtom, Lee, Sablinski. Erez, (2001). The results of test are present in Table 11.

Table 11  
*Descriptive statistics of global job embeddedness*

	Mean	Median	Standard deviation	Minimum	Maximum
Global job embeddedness	3.22	3.29	0.67	1.57	4.57

*Notes:* Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”)

*Source:* author’s calculations based on collected database

In comparison with results of previous studies author states that Pskov citizens evaluate global job embeddedness on similar or lower level than respondents of previously mentioned studies (Allen, Peltokorpi, Rubenstein, 2016; Awey, Vu, Holley, 2014; Burton, 2015). As global job embeddedness concerns organizational factors, this is explained by the fact that off-the-job embeddedness has higher importance to Pskov respondents and thus lower values in comparison with previous studies are present.

Additionally, author has decided to conduct descriptive statistics on results for statements of global job embeddedness, which are present in Table 12. By the assumption of the author, due to the heterogeneous nature of global embeddedness concept, items used can have different mean values and consequently some items will have bigger importance for Pskov citizens, in comparison with others. Thus, it would be possible to see on which of issues touched by global job embeddedness Pskov citizens grip on more.

Results derived from descriptive statistics of global job embeddedness items are quite interesting. It seems that participants are more or less embedded via global job embeddedness dimensions but on a different level. Highest value is put for overall feeling of attachment to exact

organisation, However, as some questions are somewhat repetitive in its contents it seems strange that different questions yield different means. Lowest value of mean is put for ease of living workplace- on overall level respondents are hardly consider this option. Speaking of standard deviations author should state that they are moderate, thus spread of answers occurs for this exact section.

Table 12

*Global job embeddedness components descriptive statistics*

Questions	Mean	Standard deviation
41. I feel attached to this organisation	3.79	0.91
42. It would be difficult for me to leave this organization	3.70	1.02
43. I'm too caught up in this organisation to leave	2.82	1.10
44. I feel tied to this organisation	3.43	1.09
45. I simply could not leave the organisation that I work for	3.12	1.24
46. It would be easy for me to leave this organisation	2.36	1.09
47. I am tightly connected to this organisation	3.37	1.11

*Notes:* Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”)

Source: author's calculations based on collected database

Next major step of statistical analysis goes for variance analysis between groups of respondents. Variance analysis in consequence will help to unveil whether groups of people like male and female workers differ in perception of job embeddedness. Difference is assessed by significance value and if this value is lower than confidence interval (at this particular case 95%) then groups are different at perception of exact sub-dimension. Firstly, author will present (in Table 13) those groups which have similar perception of job embeddedness according to Mann-Whitney test and Kruskal Wallis U-test.

As it is derived from Table 13 gender, education level, tenure, size of the organisation and its location groups does not statistically significantly differ in perception of job embeddedness (for example, this is also shown in study of Felps et al. (2009)). Those results seem to be predictable by many reasons. Perception of job embeddedness via gender does not



differ because of the fact that in common sense Russian organisations give same opportunities for workers. Education groups indifference, though, seems more interesting from plain view. However, it can be explained from the side of the fact that in Russia education usually does not influence much employment of the person. Other factors like tenure, size of organisation and location of organisation can be explained from homogenous environment for all respondents as majority works in urban area and for small enterprises on a full-time contract. Author does believe that in other environments though situation can differ to a much bigger extent.

Table 13

*Non-parametric tests (on basis of Mann-Whitney U test and Kruskal Wallis Test):*

	Gender	Education	Tenure	Size of the organisation	Location of the organisation
Fit to community	0.87	0.667	0.33	0.29	0.68
Fit to organisation	0.21	0.39	0.37	0.51	0.75
Links to community	0.56	0.05	0.28	0.29	0.07
Links to organisation	0.33	0.37	0.82	0.26	0.44
Sacrifice to community	0.56	0.07	0.50	0.24	0.20
Sacrifice to organisation	0.86	0.69	0.99	0.99	0.70
Global embeddedness	0.62	0.58	0.59	0.08	0.59

Source: author's calculations based on collected database

Right afterwards attention shall be aimed towards non-parametric test for those groups who have different perception of job embeddedness. For this particular task author aims to use non-parametric Kruskal Wallis test. At first place author decided to find out differences among age groups across all used measurement tool variables accordingly. Results and further discussion of differences in sample between age groups are presented further in Table 14 and below-situated text.

Table 14 suggests that all groups based on age have completely different perception of job embeddedness across all variables presented in measurement tool. This is suggested by the fact that all variables below rejected null hypotheses, which stands for equality of means across sample groups/

Table 14

*Non-parametric test (on basis of Kruskal Wallis Test) on age:*

	Sig.-value
Fit to community	.006*
Fit to organisation	.045*
Links to community	.002*
Links to organisation	.000*
Sacrifice to community	.000*
Sacrifice to organisation	.008*
Global embeddedness	.000*

Notes: “\*” sign presents significance value which rejects null hypothesis thus stating difference between groups

Source: author’s calculations based on collected database

Next, addressing means presented in Appendix G one can see that age groups differ in perception of job embeddedness. First of all, one can notice that age group from 25 and younger has lowest level of job embeddedness almost to all variables. This can be explained by the fact that young people have more loose possibilities to choose job, whether they like offered place or not. Also, young people are not tied much to their families, living place and other community variables as elder population does. In opposition, starting from “41-45 years” age group and so on job embeddedness seems to increase significantly giving maximum results with means across several variables. Senior citizens (61 years and older) have one of highest level of community job embeddedness sub-dimension while middle-aged people (41-45 years, 46-50 years) show highest level of commitment to organisation giving highest results across organisation job embeddedness sub-dimension. This can be explained by the fact that elder citizens are not in such a good shape to move on to another place and thus also find new job. This creates conditions for such people to accommodate better in their current place. Middle-aged people are in consequence more embedded and loyal to their organisation because they could have been previously found this place of work and stayed here for a long time. Obviously, this cannot happen to younger people cause youngsters usually tend to be freer and more volatile in choice

of future working place. Another worthwhile notion is that middle-aged to senior groups have higher level of deviation in mean answers. This can be answered by the higher working experience of those groups as during their working time they have composed complete and full opinion about their working place.

Next on the list author would like to address non-parametric test of the position of the employee (based on Kruskal Wallis test). Results of non-parametric test are present in Table 15.

Table 15

*Analysis of variances (on basis Kruskal Wallis Test) on position of employee:*

	Sig.-value
Fit to community	.721
Fit to organisation	.092
Links to community	.108
Links to organisation	.001*
Sacrifice to community	.558
Sacrifice to organisation	.074
Global embeddedness	.000*

Notes: “\*” sign presents significance value which rejects null hypothesis thus stating difference between groups

Source: author’s calculations based on collected database

As it observable from Table 15 groups differ in perception of global job embeddedness dimension and links to organisation sub-dimension. Afterwards, mean and standard deviations were introduced to see how position groups differ across variables and results of analysis will be put to Table 16.

Table 16

*Mean and standard deviation based on position*

Position/means	CFO/CEO	Manager	White-collar workers	Blue-collar workers
Links to organisation	4.07 (0.53)	3.49 (0.59)	3.23 (0.68)	2.93 (0.86)
Global embeddedness	3.81 (0.43)	3.64 (0.51)	3.28 (0.60)	3.08 (0.68)

Notes: Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”)

Source: author’s calculations based on collected database

Overall results for this check are quite predictable. From the results, it is noted that the higher person is situated in the hierarchy of organisation the higher is his or her overall embeddedness to organisation (corresponding, thus, to global job embeddedness measure). Same applies for connections of employee to his organisation. This seems logical as CEO usually has much more favourable conditions (e.g. salary, better desk or room, better equipment, more challenging and interesting job etc.) for work in comparison with his/her blue-collar worker. Usually working conditions are not equal amongst all workers in one exact enterprise in Russia, thus just because of it blue- and white-collar workers can be biased towards their working place, consequently feeling less embedded. In sense of privileges which job gives depending on exact position this is rational. Addressing to “links to organisation” variable lower workers have less connection with chief staff and thus interaction and in consequence their embeddedness in this variable can be lower. Another important notion is standard deviation goes higher from CEO to blue-collar worker, thus author can claim that overall perception of work by blue-collar workers is less homogenous in comparison with higher positions.

Next, non-parametric test shall be passed on work experience groups, to see differences behind them. Table 17 will present results of it.

Table 17.

*Analysis of variances (on basis Kruskal Wallis Test) on work experience groups.*

	Sig.-value
Fit to community	.046*
Fit to organisation	.219
Links to community	.335
Links to organisation	.000*
Sacrifice to community	.022*
Sacrifice to organisation	.222
Global embeddedness	.002*

*Notes:* “\*” sign presents significance value which rejects null hypothesis thus stating difference between groups

Source: author’s calculations based on collected database

From Table 17 author derived that work experience groups differ in perception of fit to community, links to organisation, sacrifice to community sub-dimensions and global job embeddedness dimension. Right after author has again calculated means and standard deviations and its result are present in Table 18.

Table 18

*Mean and standard deviation based on work experience.*

Work experience/Means	Year or less	2-5 years	6-10 years	11-15 years	16-20 years	21-25 years	31 years and more
Fit to community	3.98 (0.14)	3.72 (0.63)	3.83 (0.67)	3.74 (0.58)	4.02 (0.78)	4.36 (0.87)	4.42 (0.82)
Links to organisation	2.55 (0.84)	3.22 (0.67)	3.47 (0.66)	3.95 (0.74)	3.41 (0.67)	3.94 (0.71)	3.88 (0.72)
Sacrifice to community	3.65 (0.72)	3.56 (0.57)	3.56 (0.59)	3.87 (0.44)	4.15 (1.15)	3.8 (0.30)	4.2 (0.40)
Global embeddedness	2.92 (0.88)	3.16 (0.70)	3.29 (0.71)	3.62 (0.82)	3.24 (0.50)	3.26 (1.12)	3.33 (0.53)

*Notes:* Answers are scaled from “1” to “5”. (where “1” stands for “totally disagree and “5” stands for “totally agree”)

Source: author’s calculations based on collected database

Results for means and standard deviations on work experience groups are quite dispersed, and thus it is hard to see any major tendencies among different groups. However, quite high results were given by group of 31 years and more work experience. Lowest level of embeddedness where shown by least experienced workers. This is explained by the thought that newcomer should take some time to create connections within organisation and choose whether he/she likes being employed in this organisation or not. Another interesting notion that high embeddedness in fit to community variable is present among all respondents and especially it is high for most experienced workers.

At last non-parametric test will be conducted to each organisation participated. Results of non-parametric test which are presented in Table 19 suggest that organisations differ on whole fit

and sacrifice sub-dimensions and global job embeddedness dimension. Means and standard deviations are presented in Appendix H consequently.

Table 19.

Analysis of variances (on basis Kruskal Wallis Test) on organisation:

	Sig.-value
Fit to community	.028*
Fit to organisation	.003*
Links to community	.090
Links to organisation	.131
Sacrifice to community	.006*
Sacrifice to organisation	.004*
Global embeddedness	.000*

Notes: “\*” sign presents significance value which rejects null hypothesis thus stating difference between groups

Source: author’s calculations based on collected database

Results presented in Appendix H are dispersed and do not have central tendency present. Among highest results in overall variables mentioned were grocery store “Magnit” which can be explained as the matter of development of franchise; “Magnit” grocery stores are somewhat common thing in Russian cities, so they care much about management and organisation systems for the sake of reputation. Another interesting finding is that even in the organisations from the same sector (“Media60”-3 and “Grazhdanskaya pressa”-9) nature of job embeddedness is not the same; on basis of this example author can state that differences in job embeddedness perception among organisations in context of Russia exist on a larger scale, in comparison with cross-EU and American studies. It can be derived that employees from “Media 60” in overall sense are more embedded in comparison with their colleagues from “Grazhdanskaya pressa”. Author proposes that intersectional difference can occur because of the fact that majority of chief managers and CEO usually do not have necessary academic knowledge to perform human resource practices. Also, overall wealth and progress of the organisation matters, and author supposes that employees from more “solid” enterprises are more embedded. Such difference

persists also among government-managed facilities (5 and 6) though to a lower extent. It is worthwhile to mention that majority of organisations does experience low levels of means in “sacrifice to organisation” and “global embeddedness”. This is worrying tendency as employees are not perceiving themselves as part of the organisation. However, in the meantime all organisations showed higher level of involvement to people-related variables like “fit to community”, “fit to organisation” and “sacrifice to community”. Deviations of acquired means are also spread among all organisations in chaotic ways, thus it is difficult to state that some organisations have big spread in perception of job embeddedness among all of their workers.

Concluding results of empirical analysis and this subchapter in particular it seems that Pskov indeed has peculiar and unique representation of job embeddedness across its sample. Overall level of job embeddedness in Pskov is little above results of previous studies. This is good for managers of respective enterprises as job embeddedness contributes to organizational variables such as organizational commitment and job satisfaction. Pskov citizens also pay much attention to off-the- job embeddedness; however, their on-the-job embeddedness feeling is not going very far from communal dimension of job embeddedness. Reasons for this representation of job embeddedness lie in above written several facts: economic stagnation, underdevelopment of labour market. However positive factors are also present such as overall loyalty of employees to their working places, loyalty to families and friends. Speaking of job embeddedness perception in a context of different sample groups it seems that age groups have different perception of job embeddedness. Additionally, addressing differences between age groups, job embeddedness sub-dimensions have minor differences on position of employee, work experience and organisation.

### Conclusion

During done theoretical and empirical analyses author was able to discover several findings about job embeddedness as a concept. On a first place several definitions were presented, attributing to different perceptions of job embeddedness as concept. As founding fathers of a concept Mitchell, Holtom, Lee, Sablinski and Erez (2001) perceived job embeddedness as variety of “influences on employee retention” contributing thus to neutral perception of job embeddedness, while other researchers such as Darrat, Amyx and Bennett attributed to those influences in negative way. Nevertheless, despite of different interpretations, job embeddedness has two dimensions (relating to origin of job embeddedness factors) which in consequence has three sub-dimensions in each:

- On-the-job embeddedness
  - Fit to organisation
  - Link to organisation
  - Sacrifice to organisation
- Off-the-job embeddedness
  - Fit to community
  - Link to community
  - Sacrifice to community

At stage of theoretical research on basis of previous studies author found out that job embeddedness as concept relates to organizational commitment and job satisfaction, while being involved in negative relationship to turnover. Additionally, author found positive relationship between job embeddedness and job performance. This proves that it is worthwhile for both



managers and researchers to know constraints of job embeddedness, as in exact circumstance it can influence other feelings of employee.

In addition to deriving correlation values for analysing relationship between job embeddedness and other organizational concepts author also decided to introduce mean values of those exact studies. This in consequence showed that job embeddedness is truly heterogenous across different contexts, be it economic, social or geographical. Later descriptive statistics of previous studies were also addressed for comparison with author's sample.

After deriving necessary theoretical insights for readers author has introduced sample of total 191 respondents from 13 Pskov's organizations which agreed to participate in research. Sample included people of different organizations, positions, ages and work experience thus being representative for context of Pskov. Prior to sample, author has presented job embeddedness measurement tool which combined tools of Mitchell, Holtom, Lee, Sablinski and Erez (2001) and Crossley, Bennett, Jex and Burnfield (2007). From the results acquired author at first conducted reliability analysis for all variables used in research and each one of them passed this test. Afterwards, there was descriptive statistics for job embeddedness in general and its dimensions/sub-dimensions, with following analysis of variance for every group of respondents.

From following empirical analysis of job embeddedness in a context of Pskov author was able to derive several important insights which makes job embeddedness unique and peculiar in this exact context. On a first place, overall job embeddedness level is somewhat bigger in opposition to previous studies. Addressing on-the-job and off-the-job embeddedness Pskov residents are more embedded to off-the-job embeddedness rather than to on-the-job embeddedness (it must be noted that overall level of job embeddedness dimensions is higher in comparison to previous studies). For sub-dimensions, prevalence of ones belonging to off-the-

job embeddedness were also present. At last, addressing global job embeddedness no considerable difference was found comparing to other samples. Considering sample results different groups of respondents (age, employee position, work experience, exact organization) have shown opposite perception of job embeddedness. Thus, author believes that perception of job embeddedness is somewhat predetermined by factors of which employee has little or no control at all.

Author believes that results acquired from analysis of job embeddedness in Pskov context will lead to rather complex studies on this topic. There is definitely a potential for studying job embeddedness not only in Russia sole, but also in its regions, as they are heterogeneous in their socioeconomic factors. Job embeddedness can differ significantly if small towns like Pskov and economically developed regions are compared (e.g. federal cities of Moscow and Saint-Petersburg). Consequently, this fact can also lead to prospect comparison study. Additionally, author assumes that there is potential in unveiling job embeddedness nature in post-communist and Soviet countries as this geopolitical region remains undiscovered in job embeddedness context.

At last, during analysis of job embeddedness in a context of Pskov' oblast author found issues which can be improved during next researches. First of all, author believes that in case of global job embeddedness prospect researchers shall analyse separate items from this dimension as example of Pskov respondents proved the fact that though factors are same in essence they can differ in exact mean results. Secondly, in case of Mitchell, Holtom, Lee, Sablynski and Erez (2001) measurement tool use author proposes to adjust link sub-dimensions to quantitative answers form accordingly, as for some reason in majority of previous studies (Mitchell, Holtom, Lee, Sablynski and Erez (2001); Mallol, Holtom, Lee (2007)) it was not adjusted so.

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## Appendix A

## Definitions and dimensions of job embeddedness

Authors, year	Notion	New dimensions applied
Mitchell, Holtom, Lee, Sablynski & Erez (2001)	“broad constellation of influences on employee retention”	“link”- how one is connected to working place “fit”- how one comes up to be apt for organization “sacrifice”- how much one is willing to give something for losing the job
Lee, Mitchell, Sablynski, Burton, Holtom, (2004)	“idea of people’s being situated or connected in a social web”	“off-the job embeddedness”- factors affecting job embeddedness that are going out from working place “on-the job embeddedness”- factors affecting job embeddedness that are primarily related to working place
Ramesh, & Gelfand (2010)	“Embeddedness suggests that there are numerous strands that connect an employee ... in a social, psychological and financial web”	“family embeddedness”- factors affecting job embeddedness that are primarily connected to the family of employee
Darrat, Amyx, Bennett(2017)	Net or “working state that makes employee forcibly entangled” into it. (in respect to first definition by Mitchell et al. (2001)	No such
Yao, Lee, Mitchell, Burton and Sablynski, (2004)	Reasons and structure by which persons gets stuck in a working place	No such
Crossley, Bennett, Jex, & Burnfield,. (2007)	No such, terminology presented in a work in favour of Mitchell et al. (2001)	Global job embeddedness-visible, feasible and recognized forces Composite job embeddedness- both recognized and unrecognized (e.g. family job embeddedness) forces

Source: compiled by the author, based on sources in the table



## Appendix B

Questionnaire on the study of Mitchell et al. (2001) and Crossley, Bennett, Jex and Burnfield.

(2007).

In following survey, me, student of Tartu University, which situated in Estonia, aim to find how you are connected to you job. Primarily for your benefit, survey and further research will help you to evaluate how much do you actually need your job. Your participation is crucial for me, as your participation matters for correct, sound results. Please respond truthfully. Results acquired during the process of survey will show how people of your country are embedded to their jobs. It is critical as not all the workers obviously work because they want to, and this is main concern of research. Acquiring your results in particular will help to reduce retention and improve stability of working places. All private data will be not revealed to the third-side parties.

Off-the-job fit sub-dimension:

Please tick box which suits your opinion.

Questions/ Answers	1- totally disagree	2-rather disagree	3- neither agree or disagree	4- rather agree	5- totally agree
I really love the place where I live.					
The weather where I live is suitable for me.					
This community is a good match for me.					
I think of the community where I live as home.					
The area where I live offers the leisure activities that I like.					

On-the-job fit sub-dimension:

Please tick box which suits your opinion.

Questions/ Answers	1- totally disagree	2-rather disagree	3- neither agree or disagree	4- rather agree	5- totally agree
I like the members of my work group.					
My coworkers are similar to me					
My job utilizes my skills and talents well.					
My values are compatible with the organization's values					
I feel like I am a good match for this company.					
I fit with the company's culture.					
I like the authority and responsibility I have at this company.					

I can reach my professional goals working  
for this organization  
I feel good about my professional growth and  
development f

Off-the-job links sub-dimension:

Please tick box which suits your opinion.

Questions/ Answers	1- totally disagree	2-rather disagree	3- neither agree or disagree	4- rather agree	5- totally agree
My spouse does not want to move onto another place					
My spouse works near our house					
It is important for me to live in a place in which I am living right now					
My family have been living in my region for generations					
Members of my family are living nearby/ in the area to me					
My friends are living nearby/ in the area to me					

On-the-job links sub-dimension:

Please write exact number:

	1-totally disagree	2-rather disagree	3-neither agree or disagree	4-rather agree	5-totally agree
I have been in my present position for a long time					
I have worked for this company for a long time					
I have worked in the industry for a long time					
I interact regularly with many co- workers					
Many co-workers are highly dependent on me					
I am in many work teams					
I am in many work committees					

Off-the-job related sacrifice sub-dimension:

Please tick box which suits your opinion:

Questions/ Answers	1- totally disagree	2-rather disagree	3- neither agree or disagree	4- rather agree	5- totally agree
Leaving this community would be very hard					
People respect me a lot in my community					
My neighborhood is safe					

On-the-job related sacrifice sub-dimension:

Please tick box which suits your opinion.

Questions/ Answers	1- totally disagree	2-rather disagree	3- neither agree or disagree	4- rather agree	5- totally agree
I have a lot of freedom on this job to decide how to pursue my goals.					
The perks on this job are outstanding.					
I feel that people at work respect me a great deal.					
I would sacrifice a lot if I left this job.					
My promotional opportunities are excellent here.					
I am well compensated for my level of performance.					
The benefits are good on this job.					
The health-care benefits provided by this organization are excellent.					
The prospects for continuing employment with this company are excellent.					
The retirement benefits provided by this organization are excellent.					

Global job embeddedness sub-dimension:

Please tick box which suits your opinion

	1- totally disagree	2-rather disagree	3-neither agree or disagree	4- rather agree	5-totally agree
I feel attached to this organization					
It would be difficult for me to leave this organization.					
I'm too caught up in this organization to leave.					
I feel tied to this organization.					

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I simply could not leave the  
organization that I work for.  
It would be easy for me to leave  
this organization.  
I am tightly connected to this  
organization.

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Your background data:

Your gender (please tick box):

- ☐ male
- ☐ female

Your age (please tick box):

- ☐ 18-25
- ☐ 26-40
- ☐ 41-55
- ☐ 56-...

Your education (please tick box):

- ☐ primary education,
- ☐ secondary education,
- ☐ higher education
- ☐ other (please specify): \_\_\_\_\_

Sector of the enterprise/organization (please write down): \_\_\_\_\_

Size of the enterprise/organization (please tick box):

- ☐ micro-sized (9 or less people),
- ☐ small-sized (10-49 people),
- ☐ medium-sized (50-249 people),
- ☐ large-sized (350 and more).

Location of enterprise/organization (please tick box):

- ☐ urban area
- ☐ rural area

Your position (please tick box):

- ☐ CEO/CFO
- ☐ facility/office manager
- ☐ white-collar worker
- ☐ blue-collar worker

Are you part-time employee? (please tick box):

- ☐ yes
- ☐ no

Your tenure (please tick box):

- ☐ 1 year and less
- ☐ 2-5
- ☐ 6-10
- ☐ 11-15
- ☐ 16-20
- ☐ 21-25
- ☐ 26-30
- ☐ 31 and more

## Appendix C

Comparison table of the original link sub-dimension questions and transformed questions (on-the-job embeddedness dimension)

Original questions	Transformed questions
How long have you been in your present position?	I have been in my present position for a long time
How long have you worked for this company?	I have worked for this company for a long time
How long have you worked in the industry?	I have worked in the industry for a long time
How many coworkers do you interact with regularly?	I interact regularly with many coworkers
How many coworkers are highly dependent on you?	Many coworkers are highly dependent on me
How many work teams are you on?	I am in many work teams
How many work committees are you on?	I am in many work committees

Source: compiled by the author on basis of Mitchell, Holtom, Lee, Sablinski. Erez, (2001) study.

## Appendix D

Comparison table of the original link sub-dimension questions and transformed questions (off-the-job embeddedness dimension)

Original questions	Transformed questions
Are you currently married?	My spouse does not want to move onto another place
If you are married, does your spouse work outside the home?	My spouse works near our house
Do you own the home you live in?	It is important for me to live in a place in which I am living right now
My family roots are in this community	My family have been living in my region for generations
How many family members live nearby?	Members of my family are living nearby/ in the area to me
How many of your close friends live nearby	My friends are living nearby/ in the area to me

Source: compiled by the author on basis of Mitchell, Holtom, Lee, Sablinski. Erez, (2001) study.

## Appendix E

Sample representation table

Category	Sub-groups	Numbers of respondents	Percentage
Gender	Male	64	33.5 %
	Female	127	66.5 %
Age	25 years and younger	11	5.76 %
	26-30	22	11.51 %
	31-35	43	22.51 %
	36-40	25	13.09 %
	41-45	27	14.14 %
	46-50	14	7.33 %
	51-55	16	8.38 %
	56-60	14	7.33 %
	61 years and older	19	9.95 %
Education	Primary	3	1.57 %
	Secondary	52	27.23 %
	Higher	135	70.68 %
	Secondary technical	1	0.52 %
Sector of organization	Polygraphy	22	11.52 %
	Steelworks	14	7.33 %
	Mass media	34	17.8 %
	Hotel business	26	13.61 %
	Government service	13	6.81 %
	Arbitral tribunal	11	5.76 %
	Mechanical workshop	19	9.95 %
	Service sector	25	13.08 %
	Design	22	11.52 %
	Building	5	2.62 %
Size	Very small	12	6.28 %
	Small-sized	101	52.88 %
	Medium-sized	75	39.27 %
	Large	3	1.57 %
Location	Rural area	5	2.62 %
	Urban area	186	97.38 %
Position	CEO/CFO	10	5.26 %
	Manager	40	20.94 %
	White-collar	77	40.3 %
	Blue-collar	64	33.5 %
Tenure	Part-time	23	12.04 %
	Full-time	168	87.96 %
Current working experience	Year or less	36	18.85 %
	2-5 years	57	29.84 %
	6-10 years	49	25.65 %



11-15 years	25	13.09 %
16-20 years	9	4.71 %
21-25 years	5	2.62 %
26-30 years	0	0 %
31 years and more	10	5.24 %

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Source: author's own findings

## Appendix F

## Wilcoxon Signed Ranks Test about sub-dimensions of job embeddedness

Pairs used	Z-statistic	p-value
Fit to community-fit to organisation	3.9	.000
Fit to community-links to community	5.8	.000
Fit to community-links to organisation	6.9	.000
Fit to community-sacrifice to community	4.0	.000
Fit to community-sacrifice to organisation	10.3	.000
Fit to organisation-links to community	2.4	.018
Fit to organisation- links to organisation	5.0	.000
Fit to organisation- sacrifice community	-0.64	.523
Fit to organisation- sacrifice organisation	10.78	.000
Links to community-links to organisation	2.4	.015
Links to community-sacrifice to community	-2.64	.008
Links to community-sacrifice to organisation	6.59	.000
Links to organisation-sacrifice to community	-5.15	.000
Links to organisation-sacrifice to organisation	4.89	.000
Sacrifice to community-sacrifice to organisation	8.89	.000

Source: author's own statistical calculations

## Appendix G

Means and standard deviations based on age group

	1	2	3	4	5	6	7	8	9
Fit to community	3.56 (0.67)	3.72 (0.70)	3.68 (0.68)	3.71 (0.74)	3.96 (0.63)	3.81 (0.90)	3.99 (0.70)	4.16 (0.70)	4.43 (0.64)
Fit to organisation	3.56 (0.73)	3.61 (0.76)	3.39 (0.76)	3.61 (0.60)	3.97 (0.45)	3.92 (0.63)	3.85 (0.71)	3.62 (0.60)	3.68 (0.80)
Links to community	2.88 (0.55)	3.36 (0.68)	3.2 (0.68)	3.59 (0.76)	3.93 (0.64)	3.73 (0.82)	3.48 (1.01)	3.7 (1.05)	3.7 (1.03)
Links to organisation	2.47 (0.47)	2.94 (0.66)	3.27 (0.60)	3.46 (0.60)	3.63 (0.64)	3.67 (0.56)	3.56 (0.92)	3.18 (1.03)	3.33 (0.90)
Sacrifice to community	2.94 (0.89)	3.47 (0.54)	3.4 (0.72)	3.53 (0.77)	3.88 (0.66)	4.19 (0.52)	3.94 (0.71)	3.98 (0.75)	4.14 (0.74)
Sacrifice to organisation	3.04 (0.88)	3.07 (0.82)	2.68 (0.65)	2.82 (0.71)	3.3 (0.60)	3.41 (0.72)	3.21 (0.86)	2.87 (0.95)	2.92 (0.89)
Global embeddedness	2.89 (0.40)	3.06 (0.56)	3.03 (0.75)	3.29 (0.54)	3.65 (0.48)	3.6 (0.55)	3.38 (0.58)	2.82 (0.69)	3.29 (0.79)

*Notes:* Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”). Standard deviation results are present in parentheses. Age groups stand as follows: 1- 25 and younger; 2- 26-30 years; 3- 31-35 years; 4- 36-40 years; 5- 41-45 years; 6- 46-50 years; 7- 51-55 years; 8- 56-60 years; 9- 61 years and older.

Source: compiled by author

## Appendix H

## Means and standard deviations based on exact organisation

Organization/Means	1.	2.	3.	4.	5.	6.	7.	8.	9.
Fit to community	3.67 (0.70)	3.64 (0.50)	3.87 (0.78)	3.81 (0.80)	4.09 (0.62)	4.09 (0.83)	4.41 (0.71)	4.18 (0.46)	3.6 (0.66)
Fit to organization	3.82 (0.66)	3.53 (0.39)	4.04 (0.58)	3.43 (0.74)	3.61 (0.74)	3.56 (0.89)	3.87 (0.66)	4.05 (0.40)	3.95 (0.57)
Sacrifice to community	3.79 (0.62)	3.57 (0.40)	3.76 (0.78)	3.64 (0.93)	3.59 (0.91)	3.94 (0.96)	4.28 (0.59)	3.81 (0.63)	3.1 (0.76)
Sacrifice to organization	3.03 (0.59)	3.1 (0.56)	3.42 (0.71)	2.85 (0.76)	2.75 (1.03)	2.96 (0.94)	3.16 (1.11)	3.84 (0.55)	2.93 (0.42)
Global embeddedness	3.57 (0.65)	3.06 (0.51)	3.49 (0.51)	2.91 (0.68)	2.92 (0.65)	2.82 (0.64)	3.38 (0.87)	3.87 (0.31)	3.35 (0.56)

Organization/Means	10.	11.	12.	13.
Fit to community	3.65 (0.59)	4 (0.75)	3.73 (1.09)	3.72 (0.81)
Fit to organization	3.15 (0.78)	3.46 (0.48)	3.65 (0.74)	3.73 (0.59)
Sacrifice to community	3.55 (0.72)	3.6 (0.49)	3.78 (0.75)	3.33 (0.53)
Sacrifice to organization	2.55 (0.72)	2.68 (0.51)	3.07 (0.50)	2.86 (0.44)
Global embeddedness	2.98 (0.55)	3.39 (0.50)	3.29 (0.66)	3.09 (0.52)

*Notes:* Answers are scaled from “1” to “5” (where “1” stands for “totally disagree and “5” stands for “totally agree”). Standard deviation results are present in parentheses. Organisation’s numbers are present by numbers accordingly: 1-Typography "Pskovskoye Vozhrazhdenie"; 2- Private limited company "Ergoluxinstrument";3-"Media60";4-Hotel "Heliopark";5-Government institution "Pskov Regional Department of Social Insurance Fond"; 6- Pskov Federal Tax Service Department;7- "Pustoshkaagropromservice";8- Closed Joint Stock company "Magnit"; 9-Private limited company "Grazhdanskaya pressa";10- Company group "Spectr"; 11- Jewelry shop "Juvelir";12-Beauty salon "Malina" ;13- Open joint stock company "SEZ MOGLINO"  
Source: compiled by author

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